



Marguerite Casey Foundation: 2014 Grantee Feedback Report

August 2014



marguerite **casey** foundation

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table of contents

Executive Summary	i
Introduction and Methods	1
Purpose	1
Survey Methods	1
Interview Methods	2
Analysis Methods	2
National Grantee Exclusion and Inclusion	2
Respondents compared to Non-Respondents	2
Grantee Characteristics	3
Key Findings	4
Impact of Foundation Support	4
Impacts of being a Marguerite Casey Foundation Grantee	4
Current Engagement of Grantees	8
Current Engagement with Foundation Resources	8
Perceived Usefulness of Marguerite Casey Foundation Resources	11
Grantee Understanding of Equal Voice	12
Equal Voice Network Participation	12
Perceived Usefulness of Marguerite Casey Foundation Practices	14
Marguerite Casey Foundation Demonstration of Values and Interactions with Staff	16
Conclusion and Recommendations	21
Grantee Recommendations to Strengthen Foundation Resources	22
Grantee Requests	23
Appendix A. Survey	25

Executive Summary

Marguerite Casey Foundation asked Harder+Company Community Research to conduct a survey of its grantees in late 2013. The survey, conducted in early 2014, asked about the impact of the Foundation on grantees' effectiveness, internal capacity and sustainability; the extent to which the grantees are using the Foundation's resources; and the grantees' perception of the alignment between their values and those of the Foundation. One hundred and forty-nine grantees participated, producing a response rate of 81%. Harder+Company supplemented the survey results by conducting qualitative interviews with a subsample of grantees to explore some of these topics in greater depth.

The grantees reported a very high level of impact of the Foundation's support on their organizational effectiveness, noting especially their increased program quality, community leadership, and advocacy efforts. Some noted that Foundation support allowed them to continue organizing work that other funders would not support. Grantees also credited the Foundation for strengthening their organizational capacity, with the greatest impact in the areas of collaboration, community visibility, and staff leadership skills. The lowest level of organizational impact was in helping senior management work more effectively with their boards of directors. The grantees reported that the Foundation's approach of using multi-year grants for operating support helped increase their financial capacity, especially in attracting other funders. They also noted that they would have trouble replacing Foundation funding if their grant were not renewed.

About one-third of the grantees indicated that they regularly or frequently used the Foundation's website with a much larger proportion (69%) reporting that they seldom or never used it or its individual elements. Nearly all (89%) noted that they subscribed to the *Equal Voice News* online newspaper, with over two-thirds regularly or frequently visiting the site and reading the content. Social media resources were utilized less frequently, with less than one-third reporting consistent use of the Foundation's Facebook and Twitter accounts. Those who did use the social media resources reported that these resources helped them feel part of a larger national movement. Overall, the most useful grantee resources were grantee convenings, *Equal Voice News*, and the grantee section of the Foundation website.

There was strong grantee agreement that the Foundation actively demonstrates its core values in its relationships with them. According to the grantees, they experience a very high level of trust as well as the Foundation's commitment to diversity, equity, and learning. The Foundation respects their values and understands their context. This mutual high regard is reflected in grantee perceptions of the positive qualities of Foundation staff. The grantees believe that their strong supportive relationship with the Foundation increases their own effectiveness. Through their connection with the Foundation, the grantees feel they have the support, flexibility, and resources to achieve meaningful community change.

Introduction and Methods

To achieve the vision of a just and equitable society for current and future generations, Marguerite Casey Foundation (Foundation) provides multi-year, renewable general operating financial support to a variety of grantees that support low-income families in mobilizing themselves and their communities. Marguerite Casey Foundation established four grantmaking regions based on the areas of the country with the highest concentrations of child and family poverty, and identified key grantees with a nation-wide focus. All grant awards are initiated by the Foundation; unsolicited proposals are not considered.

Purpose

The purpose of this report is to summarize key findings and recommendations from a confidential survey and ten targeted interviews that gathered feedback from current Foundation grantees regarding their perceptions of the Foundation, experiences with Foundation staff, use of Foundation resources, and recommendations on how to strengthen these relationships and resources.

Survey Methods

Using an online survey program (SurveyGizmo), Harder+Company Community Research (H+Co.) sent a confidential survey to all grantees (n=185) currently receiving Foundation funds. The survey was comprised of a combination of close-ended (e.g., multiple choice) and open-ended questions. Exhibit 1 provides an overview of the survey components; a full copy of the survey can be found in Appendix A. Grantees were provided ten business days and a two-day extension to complete the survey; targeted reminders were sent to those organizations that had not yet completed the survey. Of the 185 active grantee organizations contacted to complete the survey, 149 did so (81% response rate). All grantees that completed the survey were sent a thank-you email.

Exhibit 1. Components of 2014 Grantee Survey

Component	Representative Questions
Perceived Impact of Foundation Support	<ul style="list-style-type: none">■ Please rate how strongly you agree or disagree with each of the following statements: As a result of Foundation support, we have improved the quality of our existing programs.■ What is the most valuable or important aspect of being a Foundation grantee?
Awareness and Engagement of Foundation Resources	<ul style="list-style-type: none">■ In 2013, how often did your organization visit the Marguerite Casey Foundation website?■ Are you a subscriber to the <i>Equal Voice News</i> online newspaper?
Perceived Usefulness of Foundation Resources	<ul style="list-style-type: none">■ How useful for your work do you find Grantee Convenings?
Perception of Foundation Values and Practices	<ul style="list-style-type: none">■ Rate your level of agreement with the following statement for each value- I feel that MCF, as an organization, demonstrates the following values in its engagement with our organization: Diversity and Anti-Racism.
Perception of Foundation Staff	<ul style="list-style-type: none">■ Think about the person you interact with most at the Foundation. Please rate the quality of those interactions in the following area: courteous.
Recommendations	<ul style="list-style-type: none">■ What are ways that MCF could strengthen its relationship with your organization?■ How can Marguerite Casey Foundation strengthen the following resources?

Interview Methods

Following the preliminary analysis of the data, H+Co identified areas for further investigation and contacted 16 grantees to obtain additional context; ten grantees were interviewed over the phone.

Analysis Methods

Appropriate quantitative (e.g., chi-square) and qualitative methods (content analysis) were used to analyze the data. For certain responses, mean scores, not percentages, were displayed for ease of the reader. Grantees were categorized and compared across four key factors to determine potentially important differences:

- + First Year of Grant Award (three categories: 2002-2005, 2006-2009, and 2010-2013)
- + Annual Revenues (three categories: less than \$500k, \$500k to \$999,999, \$1 million or more)
- + Organizational Strategy¹ (three categories: education, advocacy, and activism), and
- + Grantmaking Region (five categories: West, Midwest, Southwest, South, and National).

All statistically significant findings (as defined as a p-value $\leq .05$) are indicated with an asterisk (*). Not all findings were statistically significant; however, they are still of note and are referred to as “trends” throughout the report. The “n” values reported refer to the number of respondents who answered each question. These vary by question due to the exclusion of missing responses, and for some questions, “Not applicable” responses. The use of skip-logic in the survey, which directed respondents to subsets of questions depending upon the answers they provided, also accounts for the variance in “n” values.

National Grantee Exclusion and Inclusion

Based on preliminary findings and discussions with Foundation staff, in order to parse out applicable differences between Regional grantees (grantees from West, Midwest, Southwest or South grantmaking region) and National grantees, the data were analyzed with and without National grantees. National grantees are included in each Key Finding subsection of the report section unless stated otherwise.

Respondents compared to Non-Respondents

To ensure that the 149 respondents were no different than the 36 who did not complete the survey, the two groups were compared across four factors: first year of grant award, annual revenues, organizational strategy, and grantmaking region. There were no statistically significant differences between the two groups, indicating that findings from this report can be generalized to all grantees.

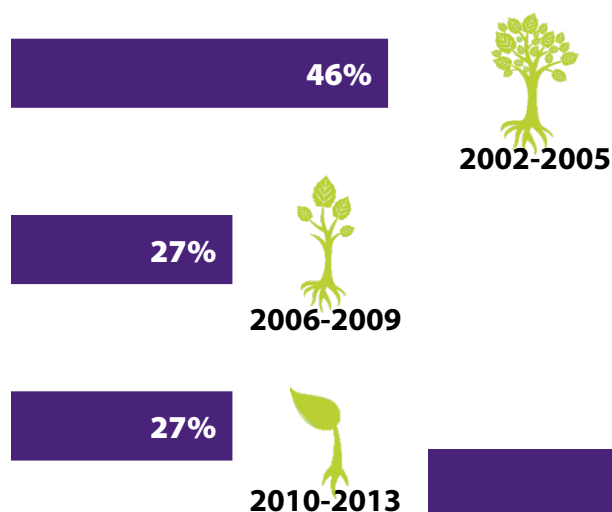
¹ Marguerite Casey Foundation categorizes each grantee by the primary strategy it uses in its work: education, advocacy or activism. There is no standardized definition for each category; rather program officers determine the category in which each organization belongs based on a broad set of key elements.

Grantee Characteristics

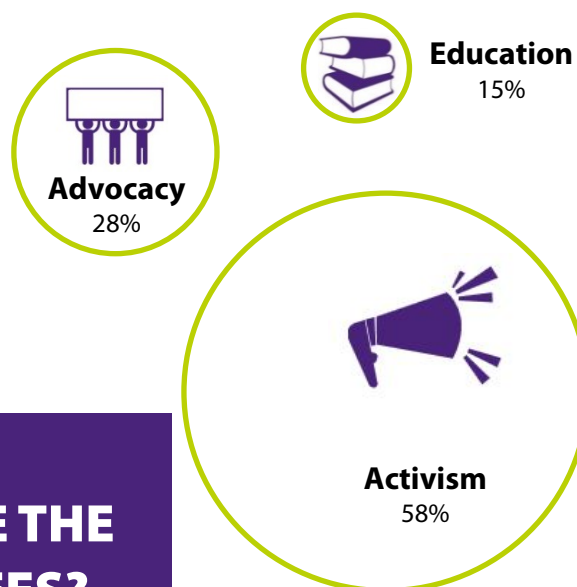
- The average grantee was first awarded their grant between 2002 and 2005, had annual revenues of one million dollars or more, engaged in the activism strategy, and was either from the South or Southwest region (Exhibit 2). Icons displayed in Exhibit 2 are used throughout the report.

Exhibit 2. Characteristics of Grantee Respondents

First Year of Grant Award

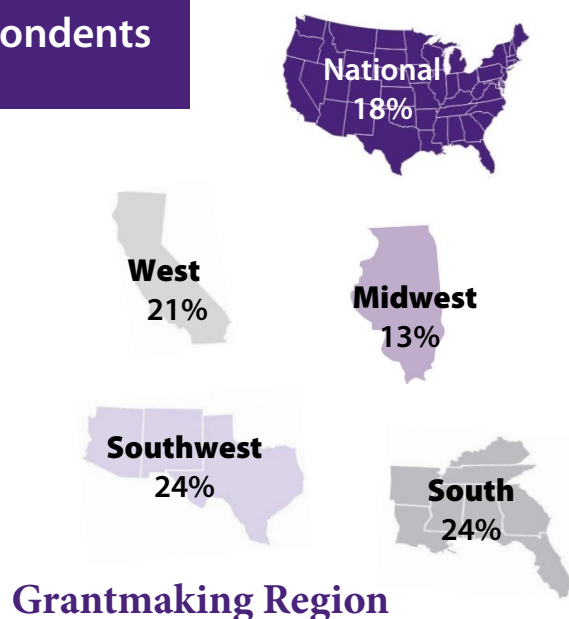


Organizational Strategy



WHO ARE THE GRANTEES?

Characteristics of Survey Respondents



Key Findings

Key findings are organized in the following way:

- **Impact of Foundation Support:** How is Marguerite Casey Foundation impacting grantees?
- **Current Engagement of Grantees:** What resources are grantees utilizing?
- **Perceived Usefulness of Foundation Resources and Practices:** How useful are Foundation resources and practices?
- **Perception of Foundation Values and Staff Interactions:** How well does the Foundation demonstrate their own values and what is the quality of Foundation staff interactions?
- **Perceived Value of Being a Foundation Grantee:** What do grantees perceive to be the most valuable aspect of being Foundation grantee?

Interpreting this Section

- Notable differences in grantee responses across four key factors (annual revenues, organizational strategy, grantmaking region, and first year of grant award) are highlighted throughout the report. All statistically significant findings (as defined as a p-value $\leq .05$) are indicated with an asterisk (*). Differences between groups that are not statistically significant but are considered trends are noted with a (†) throughout the report. If not indicated, no differences were observed.
- The data were analyzed with and without National grantees. National grantees are included in each finding unless stated otherwise. Exhibits excluding National grantees are indicated with a double asterisk (**).
- Not all grantees answered every question; skip logic was used to filter out irrelevant questions based on previous responses. Therefore, sample sizes may differ between responses within and across exhibits.

Impact of Foundation Support

An important aim of the survey was to assess attitudes of grantees regarding their perceived impact of being a Foundation grantee.

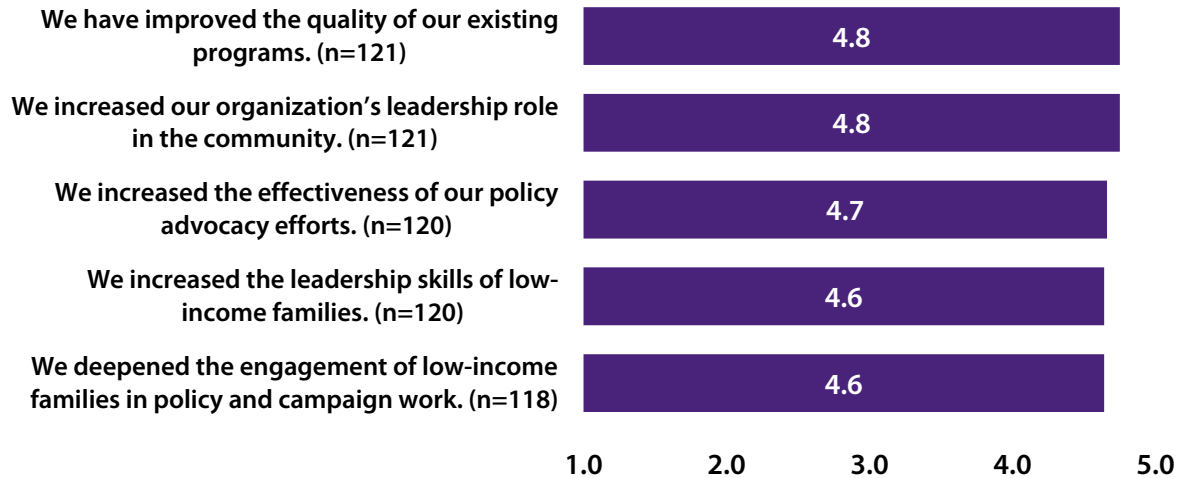
Impacts of being a Marguerite Casey Foundation Grantee

Regional grantees were asked to share their level of agreement with a series of statements regarding the impact of being a Foundation grantee on organizational effectiveness, capacity, and sustainability. In addition, grantees indicated and described any unexpected positive or negative impacts that resulted from Foundation support. Mean response scores were calculated based on a range of 1 (strongly disagree) to 5 (strongly agree).

95% of grantees reported increasing the leadership skills of low-income families as a result of Foundation support.

- Grantees' mean scores were high for all statements indicating that **Foundation support led to improved organizational effectiveness** (Exhibit 3 on the following page; National grantees were not included in this analysis).

Exhibit 3. Perceived Impact of Foundation Support on Organizational Effectiveness
(Mean Response Scores; Range: 1-5**)



Trend: Fewer South region grantees reported increasing **their organization's leadership role in the community as a result of Foundation support** (64% **Strongly Agree** compared to 79% overall). †

- A number of grantees cited **increased engagement in community organizing, advocacy, and movement-building work** as an unexpected positive impact of being a Foundation grantee. Several grantees indicated that community organizing and advocacy were new areas of work for their organization resulting from Foundation support and encouragement; however, most reported that Foundation support allowed them to strengthen and deepen the existing organizing arm of their work—to “take on bigger [long-term] challenges and have large-scale successes,” as one grantee stated.
- In some cases, grantees described how Foundation funds enabled them to **continue organizing and advocacy work that other funders would not support**, such as efforts to raise the minimum wage. Another grantee explained that, without the support of the Foundation, “many smaller ethnic community organizations would have shut down.”

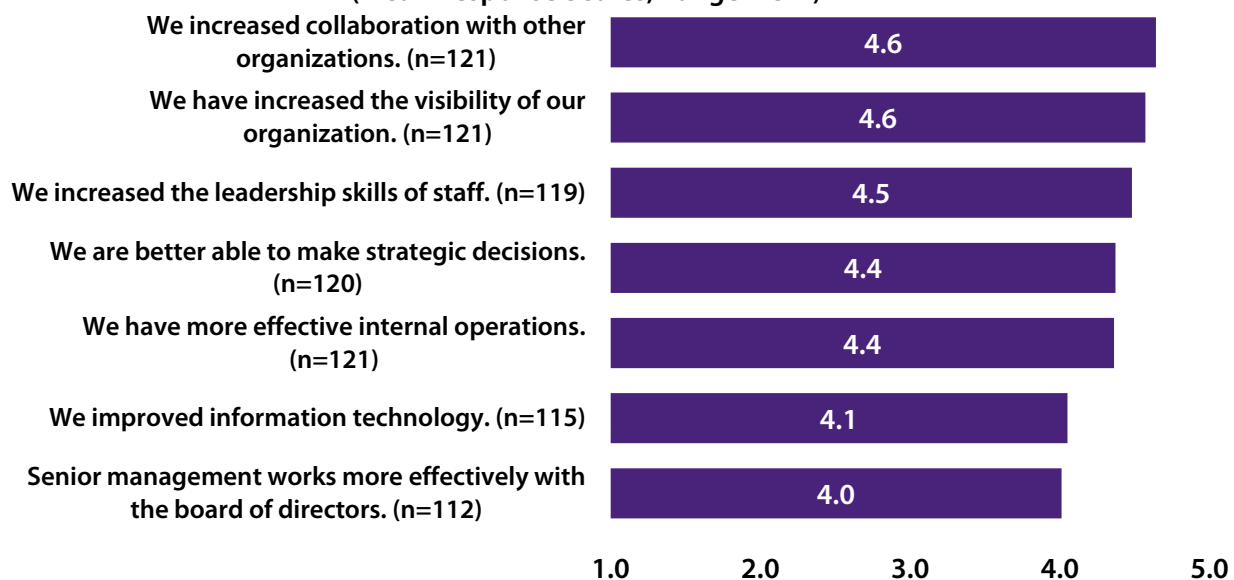
“Our developing leaders have started **engaging in the work of other Equal Voice organizations**, in addition to participating in our policy work. This has **created new energy** around issues faced by our community members and **more engagement for positive social change** on a much broader platform.”

-Grantee

** National grantees were not included

- In general, grantees strongly indicated that **Foundation support led to improved organizational capacity**; mean scores varied from 4.0 to 4.6 (Exhibit 4; National grantees were not included in this analysis).
- Nearly all grantees indicated that they increased collaboration with other organizations. Correspondingly, they most commonly noted that **building and deepening partnerships** with other Foundation grantees was an unexpected positive impact of being a Foundation grantee.
- Grantees identified grantee convenings and Equal Voice networks as the primary ways in which these relationships are formed. Most grantees described partnering with other Foundation grantees in their respective state and region, though a few also noted building national, cross-network relationships. Grantees described numerous results of these partnerships, including collaborative community efforts, shared learning, engagement in issues outside of their respective areas of focus, and deepened impact.

Exhibit 4. Perceived Impact of Foundation Support on Organizational Capacity
(Mean Response Scores; Range 1-5**)



2010-2013

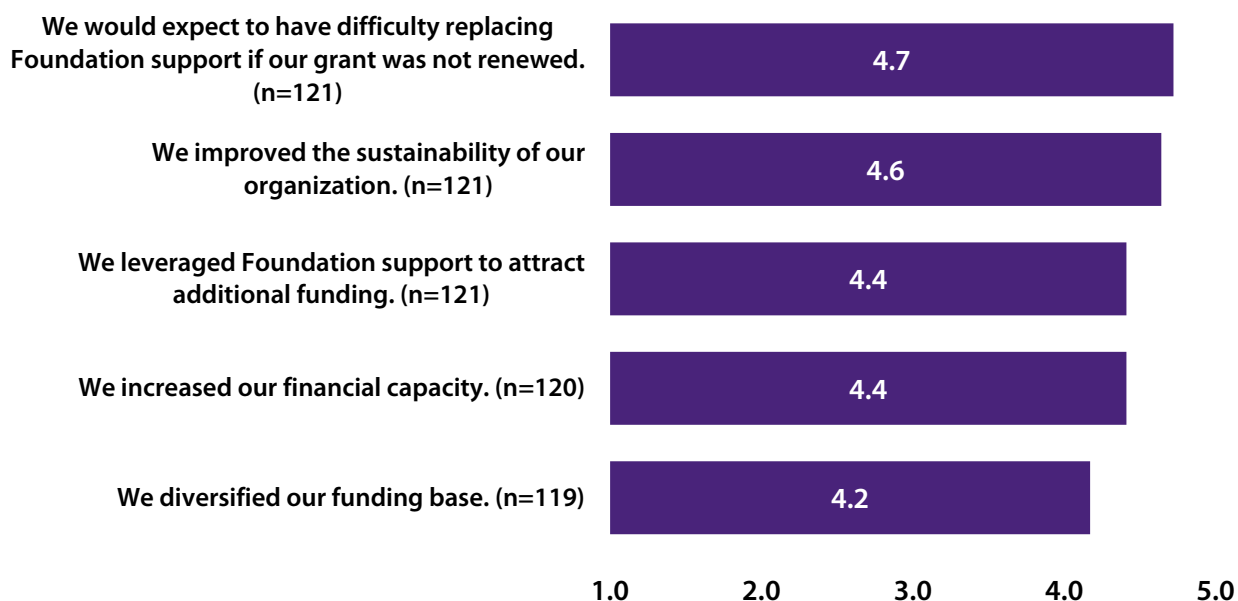
Trend: Fewer 2010-2013 grantees reported increasing **Senior management working more effectively with the board of directors as a result of Foundation support** (22% **Strongly Agree** and 26% **Agree** compared to 32% and 38% overall).†

“The MCF grants are significant for our sector: **they're larger** than what we had been used to before, they're **multi-year** which provides a lot of stability, and they come with **collaborative program officers** who invest time and energy in our work. The unexpected positive impact was that this way of funding helped us **build a case for similar grants** from other funders.”
-Grantee

** National grantees were not included

- Grantees' mean scores were between 4.2 and 4.7 for all statements, indicating that **Foundation support led to improved organizational sustainability**. The one exception is the high mean score for the statement indicating that grantees would have difficulty replacing Foundation support if their grant was not renewed. This mean score highlights grantees' perception that Foundation support is crucial to their organization (Exhibit 5; National grantees were not included in this analysis).

Exhibit 5. Perceived Impact of Foundation Support on Organizational Sustainability
(Mean Response Scores; Range 1-5**)



Spotlight: Grantee Strategies for Leveraging Foundation Funding

Grantees described how “the prestige” of being a Foundation grantee “lends credibility with other possible funders” and has positioned them to garner additional funding, which some do not believe would have been possible otherwise. Interviewees provided further insight into the ways in which they used Foundation funds to attract additional investments.

- The provision of multi-year general operating support as a lump sum helps **build a stronger revenue base** that grantees used to attract other grants.
 - Sustained organizing work that the Foundation has funded allows organizations to **develop deep understanding of community problems**, which they draw upon to apply for additional projects. As one interviewee stated, they are able to “see through the eyes of local providers to anticipate and identify problems [recent legislation] poses.” This enabled them to obtain funding from other foundations for a research project.
 - Grantees have applied Foundation funds toward **direct match** requirements of other grants.
- The only unexpected negative impact that indirectly resulted from Foundation support was that one grantee discontinued a relationship with another funder who “attempted to control or direct aspects of [the organization’s] work with Equal Voice so they might use Equal Voice outcomes for their advantage.”

** National grantees were not included

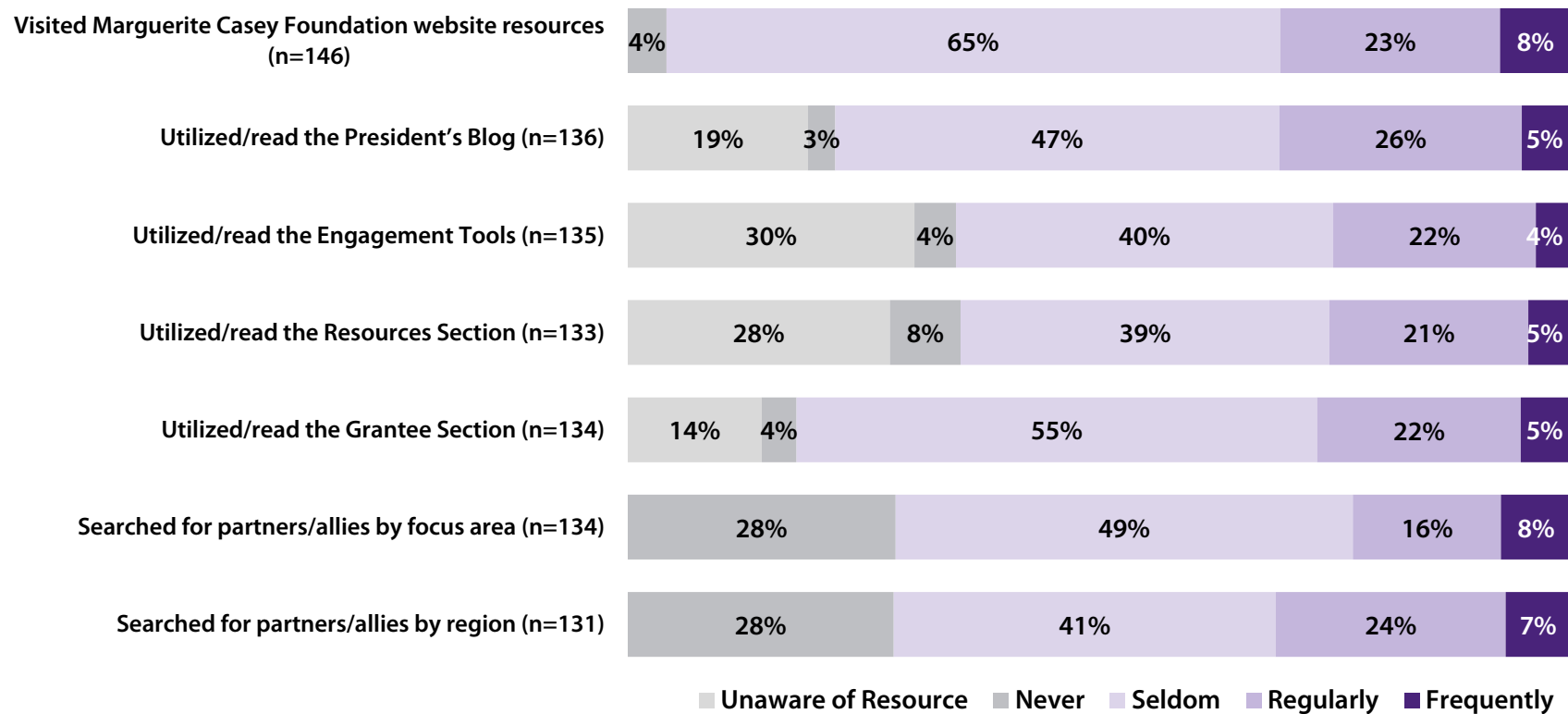
Current Engagement of Grantees

Current Engagement with Foundation Resources

Both Regional and National grantees were asked to provide the frequency of their engagement with a variety of Foundation resources (from Unaware of Resource to Frequently):

- Approximately 30% of grantees indicated that they engaged regularly or frequently with the Foundation website and website components (Exhibit 6).
- Over one-quarter of grantees indicated that they were unaware of the Engagement Tools (30%) and Resources (28%) sections of the website.

Exhibit 6. Frequency and Type of Grantee Engagement with Foundation Website

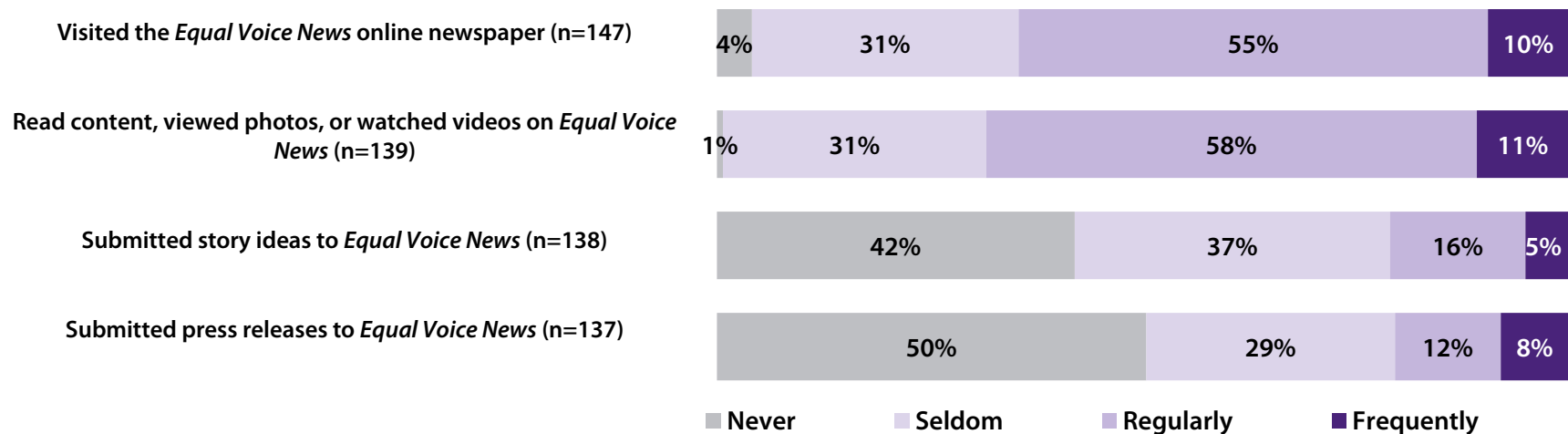


Midwest

Trend: More Midwest region grantees were **Unaware** that the **Resources section of the Marguerite Casey Foundation Website existed** (59% **Unaware of Resources** compared to 28%). †

- Nearly all (89%) grantees indicated they subscribed to the *Equal Voice News* online newspaper (n=142; not shown).
- Approximately all grantees (96%) reported visiting *Equal Voice News* online newspaper, and of those, 69% reported regularly or frequently reading/viewing content, photos or videos (Exhibit 7).

Exhibit 7. Frequency of Grantee Engagement with Equal Voice News Resources



2010-2013



Midwest



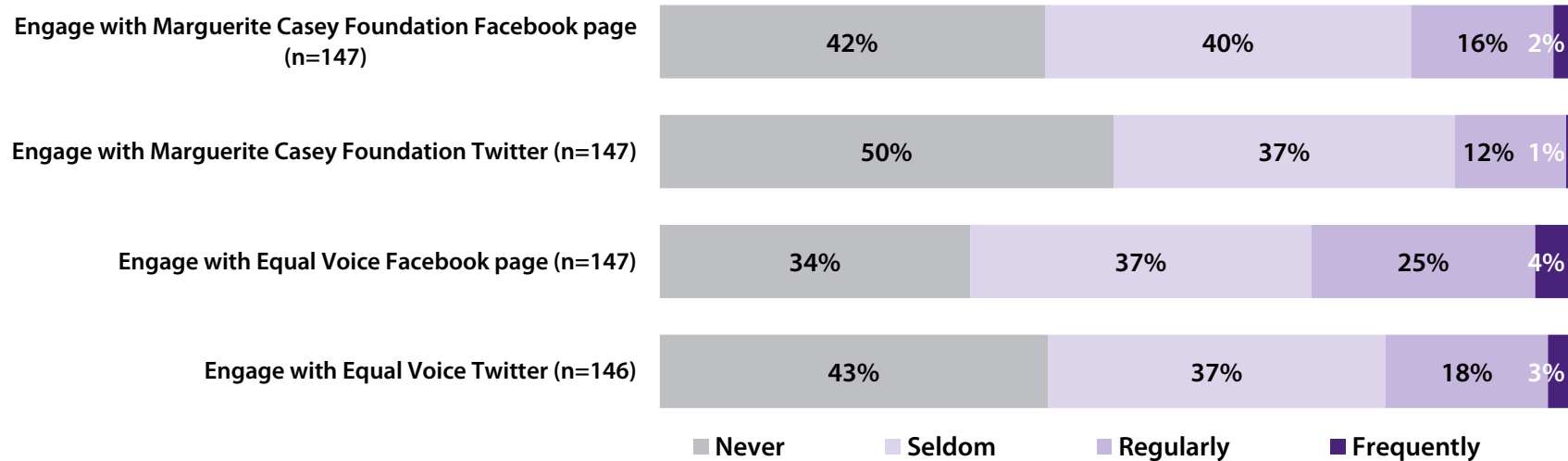
National

Trend: Fewer 2010-2013 grantees reported **visiting the *Equal Voice News* online newspaper** (3% **Frequently** and 39% **Regularly** compared to 10% and 55%). †

Trend: Fewer Midwest and National grantees reported **engaging with the *Equal Voice News* online newspaper by reading content, viewing photos, or watching videos** (53% and 59% **Seldom** compared to 31%). †

- Overall, grantees used social media resources less frequently than other Foundation online resources (Exhibit 8). Between one-third and half of grantees indicated they never engaged with the Marguerite Casey Foundation and the Equal Voice Facebook pages and Twitter.

Exhibit 8. Frequency of Grantee Engagement with Social Media Resources



Midwest

Trend: More Midwest grantees reported **engaging with Equal Voice Twitter** (16% **Frequently** compared to 3%). †

“Our organization has received a tremendous benefit from the very **spirit of the Foundation**, as conveyed in the convenings, the social media, the website, and the publications. We have felt **part of a larger movement whose goals we support** and have incorporated into our work.”
-Grantee

Perceived Usefulness of Marguerite Casey Foundation Resources

Both Regional and National grantees were asked to rate the usefulness of a variety of Foundation resources at enhancing the work of their organization (Exhibits 9-11).

Exhibit 9. Top Resources Rated “Very Useful”

- As seen in Exhibit 9, the three highest rated resources were:
 1. Grantee Convenings,
 2. *Equal Voice News* online newspaper, and
 3. Grantee Section of the Marguerite Casey Foundation Website.



- The three lowest rated resources were all related to social media (Exhibit 10):
 1. Marguerite Casey Foundation Twitter,
 2. Equal Voice Twitter, and
 3. Marguerite Casey Foundation Facebook page.

Exhibit 10. Top Resources Rated “Not Useful”



Exhibit 11. Grantee Ratings of Usefulness of Foundation Resources²

Resources	Very Useful	Useful	Somewhat Useful	Not Useful at All
Grantee Convenings (n=136; Not Applicable=11)	61%	32%	6%	2%
<i>Equal Voice News</i> online newspaper (n=133; Not Applicable=12)	37%	45%	17%	2%
Marguerite Casey Foundation Website Resource: Grantee Section (n=123; Not Applicable=21)	22%	38%	37%	2%
Marguerite Casey Foundation Website (n=111; Not Applicable=9)	20%	42%	36%	2%
Marguerite Casey Foundation Website Resource: Resources (n=117; Not Applicable=26)	18%	39%	37%	6%
Marguerite Casey Foundation Website Resource: Engagement Tools (n=115; Not Applicable=28)	17%	38%	39%	5%
Marguerite Casey Foundation Website Resource: President’s Blog (n=116; Not Applicable=26)	17%	38%	41%	4%
Equal Voice Facebook page (n=107; Not Applicable=37)	16%	27%	43%	14%
Equal Voice Twitter (n=102; Not Applicable=43)	10%	32%	37%	21%
Marguerite Casey Foundation Facebook page (n=103; Not Applicable=44)	9%	28%	48%	16%
Marguerite Casey Foundation Twitter (n=99; Not Applicable=46)	7%	25%	43%	24%

² Not all grantees answered every question; skip logic was used to filter out irrelevant questions based on previous responses.

Grantee Understanding of Equal Voice

Both Regional and National grantees were asked about whether they understood the goals and mission of Equal Voice.

- Over 90% of grantees (93%) **Agreed the Most** (56%) or **Agreed Somewhat** (37%) that **as a grantee, I am clear on the goals and mission of Equal Voice.**

“Marguerite Casey’s dedication to social justice, and **fostering change from the bottom-up through the creation of shared voice** for those who are most affected by negative factors in our society, is of greatest importance.”
-Grantee



Trend: Fewer 2010-2013 grantees reported **understanding the goals and mission of Equal Voice** (41% **Agree the Most** compared to 56%).†

Equal Voice Network Participation**

Regional grantees indicated whether they were part of an Equal Voice network and their perceived value of Equal Voice networks. Benefits of participation in Equal Voice networks are seen in Exhibit 12 (on the following page).

Nearly all (96%) grantees found participation in an Equal Voice network valuable.

- Over 75% of Regional grantees (81%; n=122) indicated that they were members of an Equal Voice network, and nearly all (96%; n=94) indicated that they found participation in an Equal Voice network valuable (National grantees were excluded from this analysis).

“[Equal Voice] is really designed to elevate a common narrative in the field - an **actionable, compelling narrative** - and to allow those **people impacted by poverty to lead the campaign.**”
-Grantee

** National grantees were not included

Exhibit 12. Benefits of Participation in Equal Voice Networks

Benefit	Grantee Reflections
Greater political power	I have found that the only way that our communities and organizations can garner political power and a voice to be heard is by uniting our voices with other mind like organizations/groups. Equal Voice Network has given us that forum and a stronger and louder voice to represent our families.
Shared knowledge	The Equal Voice table is an excellent opportunity to exchange information [and] develop common strategies.
Expanded capacity	I cannot adequately describe how valuable the network has been to our work.... We are not community organizers or health care providers. To be able to work with other nonprofits in the network who are expands the capacity of our work.
Collaboration and coordination	The opportunity for collaboration and especially cross-cultural interaction with other groups working toward the same goals [through the Network] has strengthened our community relationships and enriched our organization as a whole. Through equal voices we have built stronger relationships with allied organizations and gained a more nuanced and up to date understanding of other members' work and campaigns and strategic opportunities for collaboration or connection. It is exciting to be part of the beginning stages of a national movement.
Deepened participation of poor families	Our participation in the national, regional and local Equal Voices Campaign network events has helped to broaden the participation of low-wealth families in our work. ... It was very meaningful for families to meet families from other states who are working to transform the culture, empower communities and improve the quality of life for everyone. This generated a lot of hope among [our] families.

Equal Voice Action

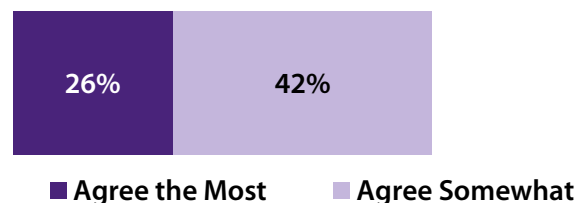
Both Regional and National grantees were asked about their perception of the effectiveness of an Equal Voice family-led membership organization to strengthen poor families' political power.

- Over two-thirds of grantees (68%) agreed that Equal Voice Action was the best way to elevate poor families' political power and standing (Exhibit 13).

"The national membership organization could provide a very unique and extraordinary opportunity for grassroots organizations and their families at the core level to have a coalesced Equal Voice."
-Grantee

Exhibit 13. Level of Agreement with Equal Voice Action

An Equal Voice family-led membership organization is the best way to elevate poor families' political power and standing. (n=146)



- A small proportion of grantees, roughly 10%, voiced concerns about Equal Voice Action, the national membership organization (Exhibit 14). While these are not widely reflective of grantee opinions overall, they may provide insight into the aspects of Equal Voice Action that could be clarified to grantees.

Exhibit 14. Grantee Concerns about Equal Voice Action

Concern	Grantee Reflections
What are the goals and methods?	We understand that the overall mission is to create a national voice for low income families to have a say in policy issues. However, we aren't clear on the mechanics of how that will work.
Will resources be diverted from grassroots work?	We are concerned that the membership organization will divert Marguerite Casey's focus away from supporting the grassroots organizing work that is desperately needed but seriously underfunded. Energy that emerges at a very local level is fundamental to social change, and so much of it isn't effectively harnessed because we lack resources to organize.
How will the organization connect to existing advocacy infrastructure?	We still lack clarity about the role for existing organized constituencies in the proposed EV national membership organization. A family-led membership organization is a good way to elevate families' political power and standing, but not without the support, leadership development, and strategies of organizations that have mobilized, educated, and supported the growth of large scale bases.
Does the Foundation still value other strategies?	There are many visions of building power for working class and poor folks, and it would be healthy to create spaces to have those different paths to power articulated and debated, [and acknowledge] that it takes multiple strategies and tactics on a local, regional, national, and international level to change conditions.
Is this an appropriate role for a funder to play?	Community-based/grassroots resident-led organizations are the best way to develop leadership and make policy change. The Foundation shouldn't be leading this campaign. The Foundation should just fund the groups and let them build and engage in campaigns.

Perceived Usefulness of Marguerite Casey Foundation Practices

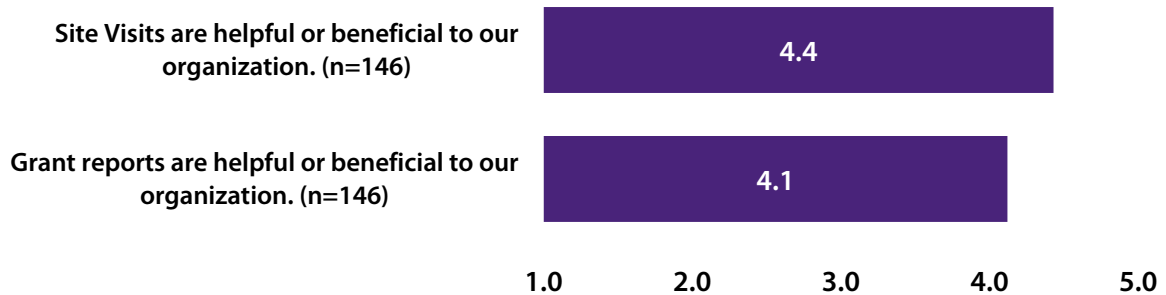
Both Regional and National grantees were asked to rate the level of agreement with a variety of statements regarding Foundation practices and their usefulness to supporting grantees' work. Mean response scores were calculated based on a range of 1 (disagree the most) to 5 (agree the most).

- Grantees rated site visits (4.4) more useful compared to grantee reports (4.1; Exhibit 15, on the following page).
- Overall, grantees expressed strong appreciation for the space that site visits provided for **authentic engagement about their work, relationship building, and mutual learning.**

"As in many places, our particular political and cultural context is distinct and would resist a 'one size fits all' approach to fostering social change. The site visits and the ways in which the Foundation has shown up have led to a better understanding and appreciation between our respective organizations."
-Grantee

They describe Foundation staff as “informed, respectful, and engaged;” some also noted how critical in-person visits were for the Foundation to **understand their local context and how they work**.

Exhibit 15. Perceived Usefulness of Foundation Practices (Mean Reponse Scores; Range 1-5)



Significant Finding: Fewer 2010-2013 grantees reported that **site visits were helpful or beneficial to their organization** (35% Agree the Most compared to 56%).*

Trend: Fewer National grantees reported that **site visits were helpful or beneficial to their organization** (20% Agree the Most compared to 56%). †

Trend: Fewer National grantees reported that **grant reports were helpful or beneficial to their organization** (15% Agree the Most compared to 29%). †

“Sites visits can take energy or help give energy to an effort or campaign. A campaign or effort sometimes needs an event or a visit to reengage and inspire those involved, or it can [divert time and energy from] those who are engaged in working towards the goal.”
-Grantee

■ **Inopportune timing** was the most frequently cited reason that grantees found site visits less helpful.

■ While most grantees find grant reporting fairly simple and user-friendly, some report that format could be improved because it is “not really flexible enough to reflect different kinds or organizations and operations.”

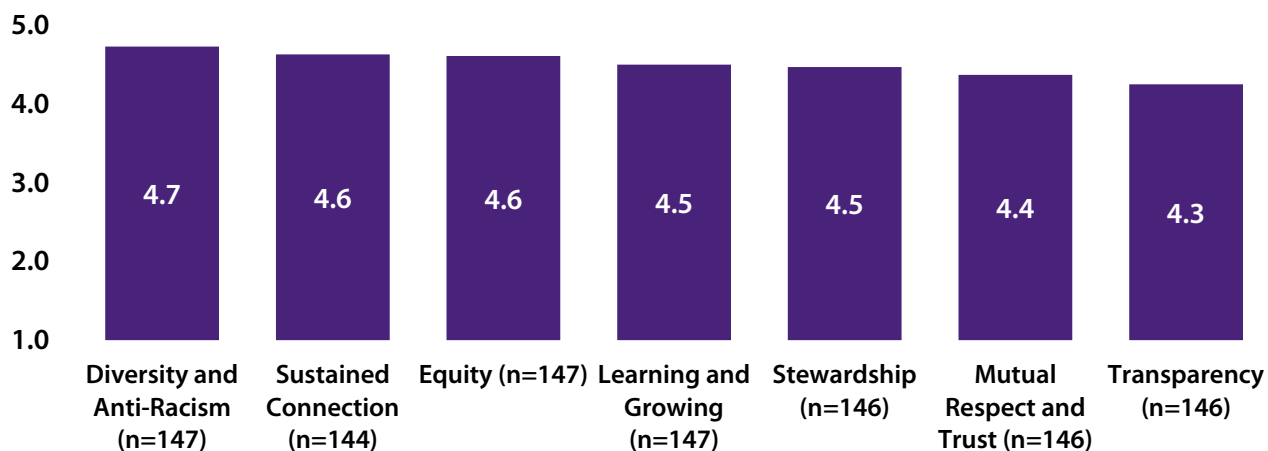
“We had an excellent visit last fall with our program officer. He had met with several other grantmakers in our area, and was able to give us insight into the priorities of area grantmakers and opportunities to find additional funding for our work.”
-Grantee

Marguerite Casey Foundation Demonstration of Values and Interactions with Staff

Both Regional and National grantees provided feedback related to their perception of how well the Foundation demonstrates its own values in interactions with grantees, how well the Foundation understands their organization, and the quality of interactions with Foundation staff. Grantees were asked to rate the level of agreement with a variety of statements; mean rating scores were calculated based on a range of 1 (disagree the most) to 5 (agree the most).

- Nearly all grantees indicated that the Foundation demonstrated its values in its engagement with their organization (Exhibit 16).
- Transparency was the lowest rated value.

Exhibit 16. Perception of Foundation's Demonstration of Values
(Mean Response Scores; Range 1-5)



Trend: Fewer Education grantees reported that the Foundation demonstrated **Mutual Respect and Trust** (68% combined **Agree the Most** and **Agree Somewhat** compared to 88%). †



Trend: Fewer South grantees reported that the Foundation demonstrated **Transparency** (72% combined **Agree the Most** and **Agree Somewhat** compared to 83%). †



Trend: Fewer National grantees reported that the Foundation demonstrated **Transparency** (31% **Agree the Most** compared to 47%). †

- Grantees that provided a low rating regarding mutual respect and trust described a “feeling among some grantees that Marguerite Casey creates an environment in which it [compels] grantees to work together, without understanding/respecting the historic relationships that exist in particular geographies” or recognizing other effective “organizing structures and strategies (than network weavers).” Interviews with National grantees that provided a low rating for transparency brought to

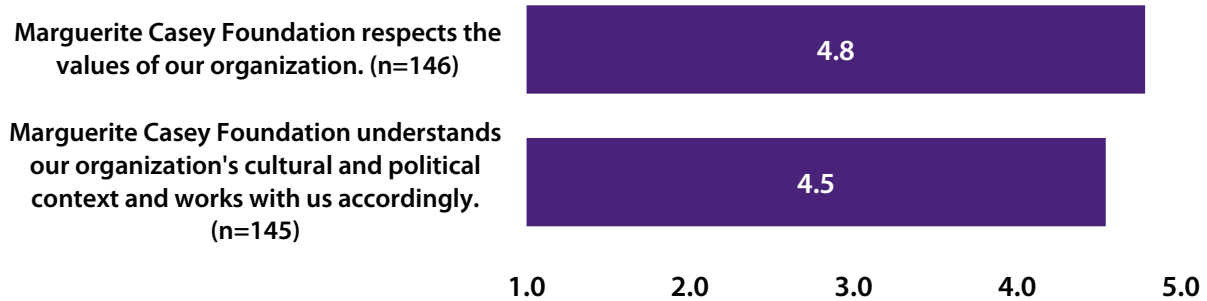
light a desire for the Foundation to share internal lessons learned based on their own experiences as a National organization. Exhibit 17 provides additional grantee reflections.

Exhibit 17. Grantee Reflections on Foundation Values

Value	Grantee Reflections
Diversity and Anti-Racism MCF courageously confronts racism and discrimination. MCF reflects the voices, experiences and interests of diverse cultural and social groups.	MCF truly understands the importance of grassroots, family-led organizing. They are respectful of the diversity of families from across the country – across race, language and culture – and willing to invest the resources necessary to ensure accessibility.
Sustained Connections MCF seeks to develop and strive to preserve permanent community connections for families. MCF believes in the power of strong relationships to effect community change.	MCF does not sacrifice long-term goals for short-term results. MCF understands that movement-building and community outreach take a lot of trust within the community, and that it takes time to build the kind of trust and relationships that transform communities.
Equity MCF believes in a bottom-up approach to social change, one that treats everyone fairly and equitably. MCF strives to share information and best practices broadly with all grantees and with the field as a whole.	MCF supports bottom-up approaches within organizations which... allows for a diverse group of grantees who are truly organizing families on the frontlines of poverty and inequity. Where MCF could improve is by developing Equal Voice as a critical capacity building and infrastructure support system for organizations, alliances, and groups.
Learning and Growing MCF fosters a driven learning community, where they learn from experience, each other, and the communities they serve. MCF believes that knowledge is powerful and that learning never ends.	[MCF creates] a space where folks get to come together, exchange best practices, lessons, and create a joint vision of a different world. Learning about each other's campaigns and cross-pollinating is key to movement building.
Stewardship MCF is thoughtful, thorough and strategic in their grant making decisions. They make sound business decisions regarding the use of their resources, and they are committed to good results.	They understand what it means to fund organizations to support systemic change that addresses the root causes of problems and conditions versus solely focusing on service-oriented programming.
Mutual Respect and Trust MCF creates an environment of teamwork and trust where acceptance and dignity are experienced by all. MCF is responsible for their actions, words and attitudes and is accountable to always follow through.	<p>MCF demonstrates a deep sense of respect and trust for organizations that genuinely represent families most affected by racial and economic injustice.</p> <p>There are areas of the country that have other organizing structures and strategies (than network weavers) that work. It would be helpful for MCF to understand how to encourage these other structures without pushing organizations to 'collaborate' as an add-on strategy which often [impedes] organizations' ability to make the most use of time and resources.</p>
Transparency MCF is open and honest in all they do. MCF strives to conduct their business with the utmost clarity and directness, so that others will always know where they stand.	<p>Working with a group of like-minded folks [at MCF] who are open and honest about grantmaking is very valuable to our work.</p> <p>[We would appreciate clarification of] all the entry points into the Equal Voice initiative and options for organizations to opt out without a fear of jeopardizing the ongoing support.</p>

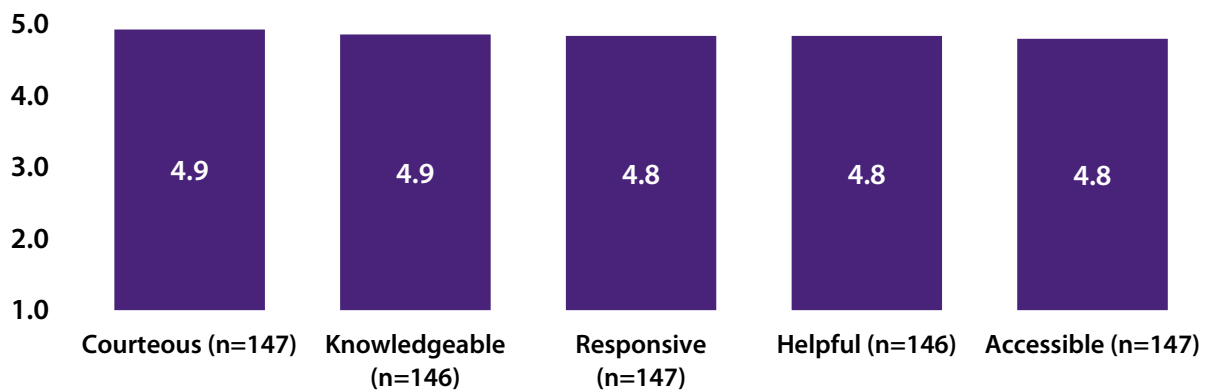
- Both Regional and National grantees responded with high ratings when asked if the Foundation respects their organization's values (4.8) and understands their context and works with them accordingly (4.5; Exhibit 18).

Exhibit 18. Perception of Foundation's Understanding of Grantee Organizations
(Mean Response Scores; Range 1-5)



- One grantee who did not perceive the Foundation to be understanding of their organization's context expressed that "staff and board need a better understanding of contemporary native peoples and tribal governments and how tribes fit into the socio-political fabric of the US."
- As seen in Exhibit 19, for all five areas, nearly all grantees highly rated the quality of interactions with Foundation staff.

Exhibit 19. Perception of Foundation Staff
(Mean Response Scores; Range 1-5)



Trend: Fewer South grantees reported that Foundation staff were **Knowledgeable** (72% **Agree the Most** compared to 84%).†

- Interview findings related to increasing engagement with program officers, representing three South grantees and one National grantee, suggested that these grantees desired more frequent and direct contact throughout the year via phone calls and site visits. The feedback from these respondents indicates that these are not happening enough to meet the needs of the grantees.

What the Grantees Value Most about Their Relationship with the Foundation

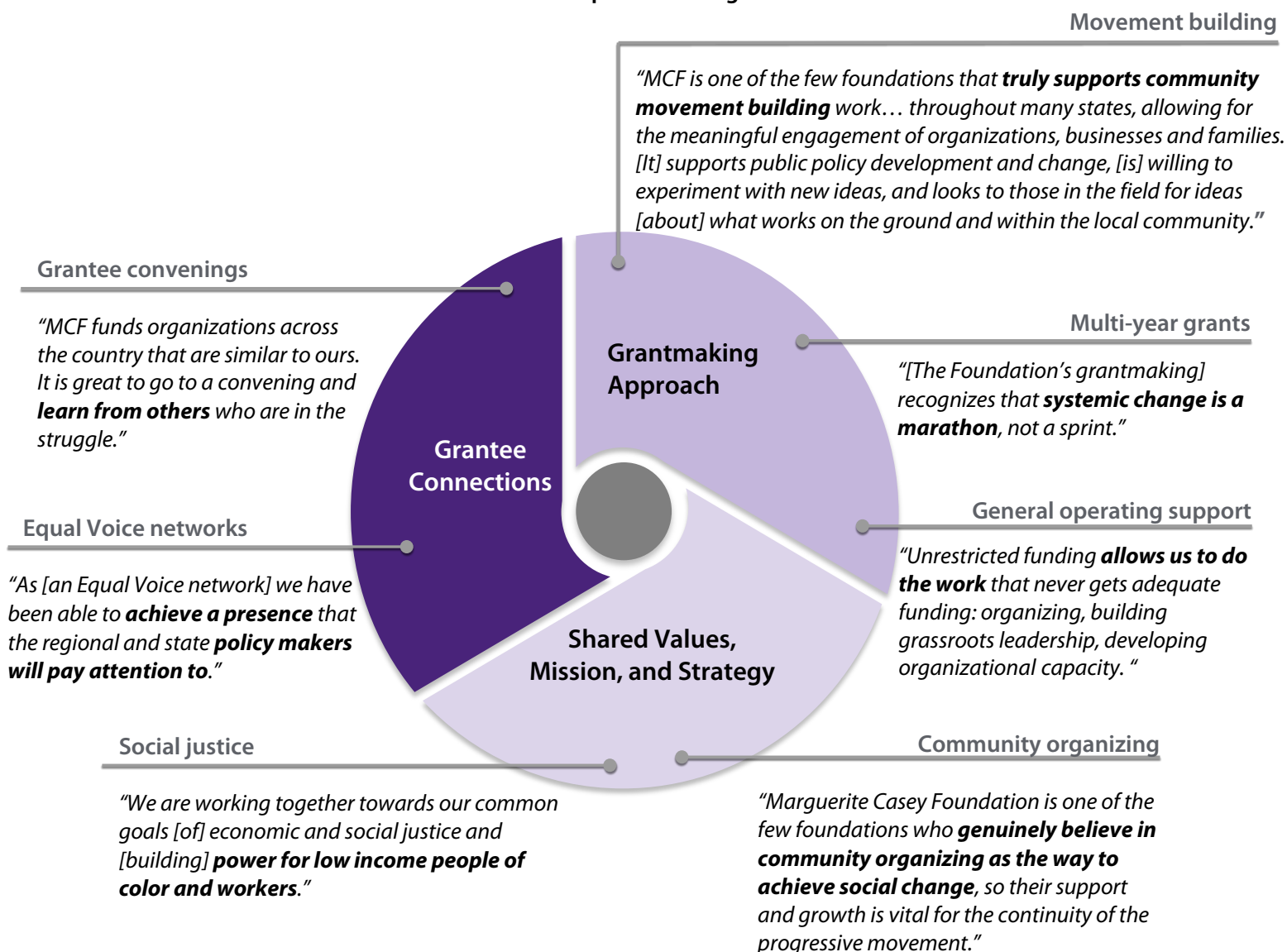
Both National and Regional grantees were asked about the aspects of being a Foundation grantee that they considered to be most important.

- Not surprisingly, many grantees indicated that the Foundation's **grantmaking approach, shared values, and facilitation of grantee collaboration** through grantee convenings and Equal Voice Networks were critically important to them and to the progressive movement (Exhibit 20).

"Being part of MCF has been the biggest blessing a grass roots organization like ours could ever have. **You are chosen for who you are and what you do**; you don't have to try to convince them that you do good work. They **invite you to be part of their family** because they know who you are. That's so **empowering** to us."

-Grantee

Exhibit 20. Most Valued Aspects of Being a Foundation Grantee



- Grantees were asked to provide three words or phrases that described the Foundation (Exhibit 21). Phrases were weighted based on entry order (i.e., first entry words or phrases were given more weight and appear larger than third entry words or phrases).

Exhibit 21. Top Words or Phrases that Describe Marguerite Casey Foundation



Conclusion and Recommendations

Marguerite Casey Foundation engaged Harder+Company Community Research to conduct a confidential survey of its grantees to learn about how the grantees perceive the Foundation, how the Foundation has supported them and obtain recommendations on how the Foundation can strengthen its relationships with the grantees and their work. The survey, conducted in February-March 2014, produced an 81% response rate (N=149). Following the completion of the survey, Harder+Company conducted ten in-depth interviews to learn more about grantee responses that emerged from the survey.

The results of this assessment reflect the strong positive relationships that the Foundation has with its grantees and the significant impact of that relationship on the grantees' work. There is clear alignment between the grantees and the Foundation on values and commitment to strong and lasting relationships. The grantees reported that the Foundation clearly demonstrates its values, with very high agreement scores in most areas. Foundation staff, in the grantees' perception, are courteous, helpful and responsive. Grantees feel that staff collaborate effectively with them. Almost all the grantees noted that the Foundation respects the values of their organizations and understands their organization's cultural and political context. Not every grantee rated the Foundation highly on every criterion but the overall fit between grantor and grantee is remarkable. The Foundation makes its investments of time, attention and money for the long-run and backs up that commitment with advice, technical support and a palpable sense of community. The grantees feel that commitment and respond by moving their own work forward.

The results of the Foundation's support on the effectiveness of the grantees in program impact, organizational capacity and sustainability are substantial, according to their reports. Almost all of them indicate a range of positive organizational impact, from increasing program quality to deepening the engagement of low-income families in policy and advocacy work. The grantees also noted that the Foundation has helped them improve the financial sustainability of their organization. Slightly lower scores are reported for changes in grantee capacity, such as internal decision-making, IT and board relationships. It is interesting to note that there were no differences between grantees for any response when analyzed by annual revenues. This finding is encouraging as it indicates that all grantees, regardless of annual revenues, experience the same overall level of support from the Foundation.

Although the survey does not provide a direct causal connection between the quality of the relationship with the Foundation and the impact of the grantmaking, the grantees themselves credit the Foundation for enhancing their effectiveness by its long-term operating support, participation in a committed community with shared value and an emphasis on shared learning. For the most part, even the mechanics of the grant process (site visits and reports) are viewed as beneficial. The Foundation uses these funding requirements to help them understand who the grantees are and what their experience has been. The grantees experience themselves as part of national and regional networks of other groups (including funders) working for change. From this information, Harder+Company believes that the strong supportive relationship with the Foundation increases the grantees' effectiveness.

There are opportunities for strengthening relationships with grantees, according to the survey results. While almost all the grantees find their participation in Equal Voice networks valuable, some would like that participation to be voluntary. Another issue is that a small number of the grantees seek greater transparency from the Foundation with regard to funding decisions. Finally, there seems to be some unevenness in the use of social media. The grantees indicated a generally low level of engagement with the Foundation on Twitter and Facebook and with the Equal Voice Twitter account, although the Foundation website is well-used. The

grantees appear to be early in their uptake of social media and are eager to learn more as a tool for advancing their missions.

Grantee Recommendations to Strengthen Foundation Resources

Grantees provided recommendations for how the Foundation could strengthen its resources and relationships with grantees.





- Many grantees had feedback on how to strengthen grantee convenings; these are displayed in Exhibit 22.

Exhibit 22. Top Recommendations for Strengthening Grantee Convenings

Recommendation	Strategies
Provide more learning opportunities	<ul style="list-style-type: none">■ Spend more time highlighting case studies and organizing campaign stories■ Share movement building strategies and lessons learned
Deepen grantee involvement in planning and leading convening	<ul style="list-style-type: none">■ Engage grantees in convening's program design■ Hold strategy sessions led by grantees with room for participation■ Feature grantees in programming and lift up more grantee voices (rather than spotlighting same great voices)
Schedule more time for group collaboration	<ul style="list-style-type: none">■ Schedule more breakout work among groups working on similar issues, as well as organizing strategy■ Create affinity caucuses and networking opportunities around issues
Continue to center family and member voices	<ul style="list-style-type: none">■ Continue story shadings and creative integration of the arts■ Increase input and engagement from members, particularly in using electronic and social media in organizing■ Consider strategies to increase engagement and accessibility, such as sponsoring more leaders, holding evening meetings, and providing interpretation

- Several grantees also suggested that Foundation **increase the frequency and variety of location of grantee convenings**; some grantees requested that Foundation host convenings more often (e.g., at least annually), and offer more local and national convenings in different regions.
- Grantee recommendations to enhance the Foundation's online resources are displayed in Exhibit 23. The recommendations for Facebook and Twitter apply to the Foundation and *Equal Voice News* resources, except where indicated otherwise.

Exhibit 23. Cross-cutting Recommendations from Grantees to Strengthen Online Resources

Foundation website	Facebook	Twitter	Equal Voice News
			
Recommendation 1: Spotlight grantee’s work			
<ul style="list-style-type: none">■ Profile grantee work; feature grantees from throughout the country on the MCF website	<ul style="list-style-type: none">■ Re-post posts from grantee pages■ Tag grantees more often■ Continue to share grantee stories	<ul style="list-style-type: none">■ Follow grantees and re-tweet posts	<ul style="list-style-type: none">■ Continue to write articles that directly highlight the work of grantees in an accessible, journalistic style.
Recommendation 2: Promote resources and outreach to grantees			
<ul style="list-style-type: none">■ Send grantees regular email updates about new resources and content on the website■ Send invite links from Facebook articles to the website	<ul style="list-style-type: none">■ The MCF Facebook and Twitter could reach out to grantees to share posts and tweets as EV pages do■ Email grantees to request that they “like” and disseminate the Facebook and Twitter pages	<ul style="list-style-type: none">■ Remind grantees to promote their work■ Actively reach out to grantees and families for content	
Recommendation 3: Continue to center family voices and deepen community engagement			
<ul style="list-style-type: none">■ Continue to share grantee stories■ Seek more contributions by members and people experiencing poverty	<ul style="list-style-type: none">■ Encourage grantees to work with their leaders to write more about the issues impacting their community■ Provide sample posts and tweets to help grantees deliver messages (EV Facebook and Twitter)	<ul style="list-style-type: none">■ Encourage grantees to bring new member voices to the forefront and expand ways for families to submit stories and ideas■ Consider translating stories to Spanish	

Grantee Requests

- Many grantees report that their relationship with the Foundation is very strong. The most common suggestion for how the Foundation could further strengthen its relationship with grantees is **more frequent contact with Foundation staff**, including more consistent check-ins and site visits that are "not tied to an immediate grant or renewal, but to learn more about how and why we adopt certain strategies," as one grantee specified. Some grantees also said they would appreciate closer contact with board members.
- A number of grantees requested **more trainings for grantees and their members, promotion of Foundation resources, and clarification about new and upcoming developments**, particularly the Equal Voice Action national membership organization. Specific training requests included:

- Organizing community leaders,
 - Effective use of social media and communications, and
 - Alliance building.
- Several grantees noted that they would appreciate the Foundation’s assistance in connecting them to other funders to help them diversify their funding base.
- Some National grantees described a desire to partner with the Foundation and work with grantees as consultants in the areas of **policy research and strategic communications**. As one interviewee explained, they could provide assistance on “how to frame the information and lift up models of policy intervention and apply those lessons to [grantee’s] venues.”
- While national grantees fall outside of the purview of regionally based Equal Voice Networks, a few indicated that it would be valuable **to convene national organizations** that are active in various political issues for sophisticated strategy sessions, for example to share information about the **types of landscape changes and opposition** they encounter as they try to win and advocate for policies.
- Some grantees highlighted how the Foundation’s philanthropic strategy of movement building has an important role to play in **shaping the funding strategies of other foundations**. As one noted, because philanthropy is currently in a period of “many transitions and shifts,” it’s a critical moment to document models of justice-oriented and movement building philanthropy. Several National grantees highlighted opportunities to work with the Foundation to influence other philanthropic institutions, for example through strategic communications campaigns.

Appendix A. Survey

Marguerite Casey Foundation Grantee Feedback Survey 2014

Introduction

Marguerite Casey Foundation (MCF) is interested in gathering feedback from grantees regarding their perceptions of the foundation, their experiences with foundation staff and their use of foundation resources so that it might learn about and improve how it works with grantees. As part of this effort, Harder+Company Community Research has developed a survey to gather this information.

The survey will take approximately 25-30 minutes to complete, and the information you provide is completely confidential. We will group all responses together to reflect what people as a whole had to say, and will not attribute comments to individual organizations.

Please complete this survey by **March 5th**.

If you have questions or concerns, please contact Eric Hazzard at ehazzard@harderco.com or 619-398-1980.

Thank you for your time and insights.

Instructions for completing the survey

In order to progress through this survey, please use the following navigation buttons:

Click the "Next" button to save your responses and continue to the next page.

Click the "Back" button to return to the previous page.

Click the "Submit" button at the end of the survey to submit your responses.

If possible, we encourage all respondents to complete the survey in one session to prevent any possible loss of survey responses. However, if you must close the survey before you have completed it, you can save your responses by clicking "*Save and continue survey later*" at the bottom of the page. Please note that this will save responses from previous pages, but will not save responses to your current page. A unique link will then be emailed to you that will allow you to return to your survey where you left off.

Section 1: Online Resources

The following questions refer to your use of Marguerite Casey Foundation online resources in 2013.

1. In 2013, how often did your organization visit Marguerite Casey Foundation **website resources** (www.caseygrants.org)?

Never

☐

Seldom

☐

Regularly

☐

Frequently

☐

2. In 2013, how often did your organization utilize/read the following Marguerite Casey Foundation website resources?

	Did not know this resource existed	Never	Seldom	Regularly	Frequently
President's Blog <input type="text"/> <hr/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Did not know this resource existed	Never	Seldom	Regularly	Frequently
Engagement Tools <input type="text"/> <hr/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Did not know this resource existed	Never	Seldom	Regularly	Frequently
Resources <input type="text"/> <hr/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Did not know this resource existed	Never	Seldom	Regularly	Frequently
Grantee Section <input type="text"/> <hr/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. In the Grantee Section of the Marguerite Casey Foundation website, how often did you search for partners/allies by the following characteristics?

	Never	Seldom	Regularly	Frequently	Not applicable
By focus area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
By region	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Are you a subscriber to the *Equal Voice News* online newspaper (e.g., do you receive weekly newsletters via email)?

- ☐ Yes
- ☐ No

5. In 2013, how often did your organization visit the *Equal Voice News* online newspaper (www.equalvoiceforfamilies.org) (pictured below)?

Never
☐

Seldom
☐

Regularly
☐

Frequently
☐



6. In 2013, how often did your organization engage with the *Equal Voice News* online newspaper (www.equalvoiceforfamilies.org) in the following ways?

	Never	Seldom	Regularly	Frequently
Read content, view photos, or watch videos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Submitted story ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Submitted press releases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Section 1: Online Resources (continued)

7. In 2013, how often did your organization engage with (e.g., *follow* or *post to*) the following Marguerite Casey Foundation and *Equal Voice News* **social media** resources?

	Never	Seldom	Regularly	Frequently
Marguerite Casey Foundation Facebook page	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Marguerite Casey Foundation Twitter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Equal Voice Facebook page	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Equal Voice Twitter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. How useful for your work do you find the following Marguerite Casey Foundation resources?

	Not useful at all	Somewhat useful	Useful	Very useful	Not applicable
Grantee Convenings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Marguerite Casey Foundation website (www.caseygrants.org)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
President's Blog	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Grantee Section	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Engagement Tools	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Marguerite Casey Foundation Facebook page	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Marguerite Casey Foundation Twitter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Equal Voice News</i> online newspaper (www.equalvoiceforfamilies.org)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Equal Voice Facebook page	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Equal Voice Twitter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. How can Marguerite Casey Foundation strengthen the following resources?

If you have not used a resource, please feel free to leave it blank.

Grantee Convenings

Marguerite Casey Foundation
website (www.caseygrants.org)

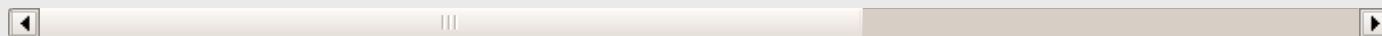
Marguerite Casey Foundation
Facebook page

Marguerite Casey Foundation
Twitter

Equal Voice News online
newspaper
(www.equalvoiceforfamilies.org)

Equal Voice Facebook page

Equal Voice Twitter

A horizontal scrollbar with a light beige track and a darker beige slider. It has small square buttons at both ends for navigation.

Section 2: Impacts of Marguerite Casey Foundation Support

The following questions refer to your organization's experiences with the Marguerite Casey Foundation (MCF) support.

11. As a result of Marguerite Casey Foundation support:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
i. We increased our organization's leadership role in the community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. We increased the effectiveness of our policy advocacy efforts.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. We increased the leadership skills of low-income families.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. We deepened the engagement of low-income families in policy and campaign work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
m. We have increased the visibility of our organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
n. We leveraged Marguerite Casey Foundation support to attract additional funding.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
o. We diversified our funding base.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
p. We increased our financial capacity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
q. We would expect to have difficulty replacing Marguerite Casey Foundation support if our grant was not renewed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Section 3: Grantee Experiences

The following questions refer to your organization's experiences with the Marguerite Casey Foundation (MCF).

12. Please review the stated values of Marguerite Casey Foundation and rate your level of agreement with the following statement for each value.

I feel that MCF, as an organization, demonstrates the following values in its engagement with our organization:

	Disagree the Most 1	Disagree Somewhat 2	Neither Agree Nor Disagree 3	Agree Somewhat 4	Agree the Most 5
Diversity and Anti-Racism MCF courageously confronts racism and discrimination. MCF reflect the voices, experiences and interests of diverse cultural and social groups.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Equity MCF believes in a bottom-up approach to social change, one that treats everyone fairly and equitably. MCF strives to share information and best practices broadly with all grantees and with the field as a whole.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Learning and Growing MCF fosters a driven learning community, where they learn from experience, each other, and the communities they serve. MCF believes that knowledge is powerful and that learning never ends.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mutual Respect and Trust MCF creates an environment of teamwork and trust where acceptance and dignity are experienced by all. MCF is responsible for their actions, words and attitudes and is accountable to always follow through.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stewardship					

MCF is thoughtful, thorough and strategic in their grant making decisions. They make sound business decisions regarding the use of their resources, and they are committed to good results.



Sustained Connections
MCF seeks to develop and strive to preserve permanent community connections for families. MCF believes in the power of strong relationships to effect community change.



Transparency
MCF is open and honest in all they do. MCF strives to conduct their business with the utmost clarity and directness, so that others will always know where they stand.



13. For any values you selected "disagree the most" or "disagree somewhat," please explain why and how MCF could improve.

14. Think about the person you interact with most at MCF. Please rate the quality of those interactions for each of the following areas:

	Disagree the Most 1	Disagree Somewhat 2	Neither Agree Nor Disagree 3	Agree Somewhat 4	Agree the Most 5
Courteous	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responsive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Knowledgeable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Helpful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accessible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. Please rate your level of agreement with the following statements:

	Disagree the Most 1	Disagree Somewhat 2	Neither Agree Nor Disagree 3	Agree Somewhat 4	Agree the Most 5
Marguerite Casey Foundation respects the values of our organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Please explain

17. Please rate your level of agreement with the following statement:

	Disagree the Most 1	Disagree Somewhat 2	Neither Agree Nor Disagree 3	Agree Somewhat 4	Agree the Most 5
Marguerite Casey Foundation understands our organization's cultural and political context and works with us accordingly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. Please explain

19. Please rate your level of agreement with the following statement:

	Disagree the Most 1	Disagree Somewhat 2	Neither Agree Nor Disagree 3	Agree Somewhat 4	Agree the Most 5
Site visits are helpful or beneficial to our organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. Please explain

21. Please rate your level of agreement with the following statements:

	Disagree the Most 1	Disagree Somewhat 2	Neither Agree Nor Disagree 3	Agree Somewhat 4	Agree the Most 5
Grant reports are helpful or beneficial to our organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

22. Please explain

23. Please rate your level of agreement with the following statement:

	Disagree the Most 1	Disagree Somewhat 2	Neither Agree Nor Disagree 3	Agree Somewhat 4	Agree the Most 5
As a grantee, I am clear on the goals and mission of Equal Voice.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

24. Please explain

25. Please rate your level of agreement with the following statement:

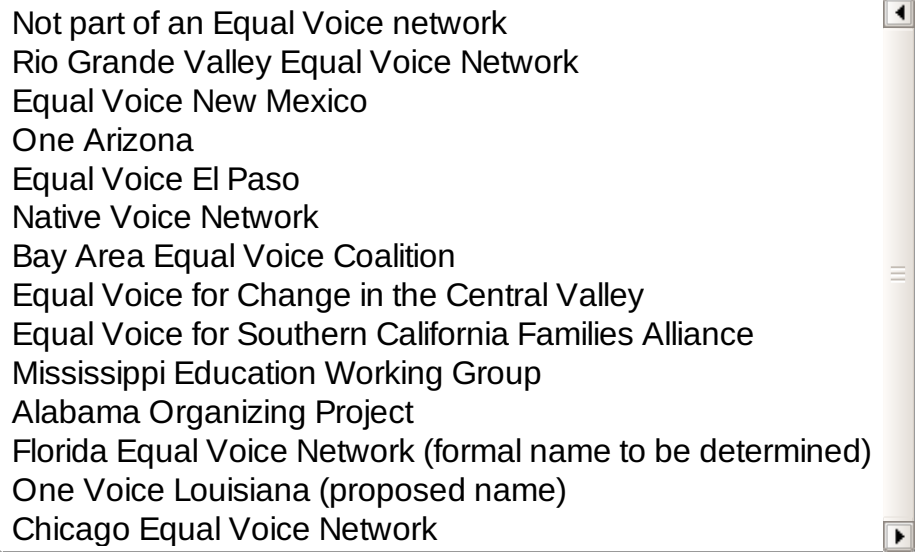
	Disagree the Most 1	Disagree Somewhat 2	Neither Agree Nor Disagree 3	Agree Somewhat 4	Agree the Most 5
An Equal Voice family-led membership organization is the best way to elevate poor families' political power and standing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

26. Please explain

Section 3: Grantee Experiences (continued)

The next set of questions is open-ended. Please remember, your answers are confidential; answer as candidly as possible.

27. Is your organization a member of an Equal Voice network? If so, please select the network. If not, please select “not part of an Equal Voice network”

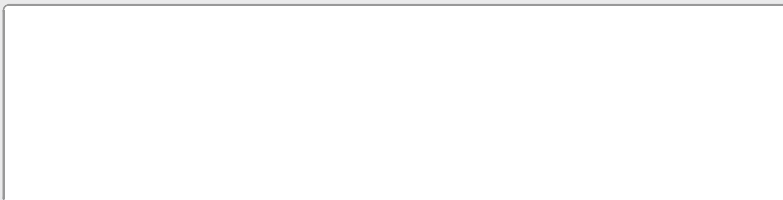


Not part of an Equal Voice network
Rio Grande Valley Equal Voice Network
Equal Voice New Mexico
One Arizona
Equal Voice El Paso
Native Voice Network
Bay Area Equal Voice Coalition
Equal Voice for Change in the Central Valley
Equal Voice for Southern California Families Alliance
Mississippi Education Working Group
Alabama Organizing Project
Florida Equal Voice Network (formal name to be determined)
One Voice Louisiana (proposed name)
Chicago Equal Voice Network

28. Have you found participation in an Equal Voice network valuable?

- ☐ Yes
- ☐ No

29. Please explain



30. Please explain

31. What three words or phrases best describe MCF?

1

2

3

32. What are ways that MCF could strengthen its relationship with your organization?

33. What is the most valuable or important aspect of being a MCF grantee?

34. Have there been unintentional or unexpected impacts of being a MCF grantee?

- ☐ Yes; there have been unexpected **positive** impact(s)
- ☐ Yes; there have been unexpected **negative** impact(s)
- ☐ Yes; there have been unexpected **positive and negative** impact(s)
- ☐ No

35. Please explain the positive impact(s)

36. Please explain the negative impact(s)

37. Please share any other comments about your experience as a Marguerite Casey Foundation grantee. Please remember that your answers will be shared anonymously.

38. Would you like a copy of your responses for your own use?

☐ Yes

☐ No

39. Please enter the email address to which you would like your survey responses sent.

40. Would you be willing to be contacted for a telephone interview about your experiences with Marguerite Casey Foundation? It will take about 45 minutes.

☐ Yes

☐ No

Thank You!

Thank you very much for your input! Marguerite Casey Foundation appreciates your responses.



Harder+Company Community Research is a comprehensive social research and planning firm with offices in San Francisco, Davis, San Diego, and Los Angeles, California. Harder+Company's mission is to help our clients achieve social impact through quality research, strategy, and organizational development services. Since 1986, we have assisted foundations, government agencies, and nonprofits throughout California and the country in using good information to make good decisions for their future. Our success rests on providing services that contribute to positive social impact in the lives of vulnerable people and communities.

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